

M E M O R A N D U M

To: C.I.F.A. Members and Attendees

From: Elizabeth Reed, Personnel Administrative Manager

Date: January 23, 2018

Subject: 2019 Fire Lieutenant, Fire Captain, Fire Battalion Chief and Fire Deputy Chief Examinations

The following is a summary of the items discussed at the joint CIFA committee meeting on Wednesday, January 10th, 2018 at 9:00 a.m. The meeting was in preparation for the upcoming fire promotional exams for the classifications of Fire Lieutenant, Fire Captain, Fire Battalion Chief and Fire Deputy Chief. The following individuals were in attendance.

Attendees: Christopher Blair, Fire Battalion Chief, I.A.F.F.
C. Amy Delong, CSC Executive Director, Civil Service
Michael Eccard, CSC Deputy Executive Director, Civil Service
Michael Federer, Office Assistant – Intern, Civil Service
Sheri Goodwin, Personnel Analyst II, Civil Service
Michael Maloney, Personnel Analyst II, Civil Service
Mark Mattox, Fire Captain, I.A.F.F.
David Montgomery, President, I.A.F.F.
Elizabeth Reed, Personnel Administrative Manager, Civil Service
Douglas Sarff, Department Human Resources Officer, Public Safety
David Walton, Fire Assistant Chief, Division of Fire

Topics of Discussion:

Test Consultant

The International Association of Fire Fighters, Local 67 (I.A.F.F.) will continue to utilize an I.A.F.F. test consultant for the upcoming Fire Promotional exams. Discussion occurred reinforcing that the consultant would meet certain criteria and credentialing. I.A.F.F. confirmed they would be able to provide consultant details in the next couple weeks.

Contacts Reviewed

I.A.F.F. Test Consultant – TBA

I.A.F.F. (i.e. if issues arise) – Chris Blair

Division of Fire Representatives (i.e. announce test filing/reading list) – Chief Walton

Civil Service – Sheri Goodwin lead analyst for Fire Battalion Chief and Fire Deputy Chief

Exams 614.645.7708 and Michael Maloney lead analyst for Fire Lieutenant and Fire Captain

Exams 614.645.7494.

Discussion of Phases and Weights

Most phases and weights for all four promotional ranks will remain the same as the 2017 exams with the exception of the Fire Battalion Chief Exam. Phase I of this exam will now be a written work sample rather than a multiple-choice phase. The reasoning behind this decision was discussed. The scoring of the Fire Battalion Chief Written Work Sample would model the scoring processes as the current Fire Deputy Chief Written Work Sample. The Commission hopes to include a staff scheduling problem as part of this phase.

The following information was provided to describe the general design of the exams for each rank:

2019 Fire Lieutenant Exam General Design

Phase I Multiple-Choice	Phase II Tactical Exercise	Phase III Oral Board
25%	50%	25%
Traditional closed book multiple-choice exam; 3-5 alternatives; appeals; clerical review	Forced choice tactical format similar to 2017 exam; appeals; clerical review	Traditional oral exam process- 2 problems; 60 minute prep; 2 boards; video-recorded; each exercise scored by two panels of three assessors using BARS
Hurdle @ ½ Standard Deviation below the mean to move to Phase II	Hurdle @ ½ Standard Deviation below the mean to move to Phase III (max 100 candidates)	All candidates completing all three phases placed on eligible list

2019 Fire Captain Exam General Design

Phase I Multiple-Choice	Phase II Tactical Exercise	Phase III Oral Board
25%	50%	25%
Traditional closed book multiple-choice exam; 3-5 alternatives; appeals; clerical review	Individually administered oral response tactical format similar to 2017 exam; appeals; clerical review	Traditional oral exam process- 2 problems; 60 minute prep; 2 boards; video-recorded; each exercise scored by two panels of three assessors using BARS
Hurdle @ ½ Standard Deviation		All candidates completing all

below the mean to move to Phase II (max 40 candidates)		three phases placed on eligible list
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2019 Fire Battalion Chief Exam General Design

Phase 1- Written Work Sample	Phase 2- Tactical Exercise	Phase 3- Oral Board
25%	50%	25%
One to four planning problems sources are permitted along with a non-electronic dictionary	Individually administered oral response tactical format similar to 2017 exam; clerical review	Traditional oral exam process- 2 problems; 60 minute prep; 2 boards; video-recorded; each exercise scored by two panels of three assessors using BARS
	Hurdle @ 1 full Standard Deviation below the mean	

2019 Fire Deputy Chief Exam General Design

Phase I Written Work Sample	Phase II Tactical Exercise	Phase III Oral Board
25%	50%	25%
One to four planning problems sources are permitted along with a non-electronic dictionary	Individually administered oral response tactical format similar to 2017 exam; clerical review	Traditional oral exam process- 2 problems; 60 minute prep; 2 boards; video-recorded; each exercise scored by two panels of three assessors using BARS
		All candidates completing all three phases placed on eligible list

Pass Point for Fire Battalion Chief Exam:

The pass point on the tactical for the Fire Battalion Chief Exam will be set at one standard deviation below the mean. The Angoff method will not be used. This helps with exam security by minimizing the number of subject matter experts involved with this phase of the exam and eliminates an often futile labor intensiveness process.

Pass Point for Fire Captain Exam

The maximum number (cutoff) of Fire Captain candidates that will move from the Multiple-Choice (Phase I) to the Tactical Exercise (Phase II) and Oral Exam (Phase III) will be 40. Phases II and III are scored by outside assessors during the week of the oral examination. Due to the feasibility of the number of candidates who can be reasonably be scored by assessors for both phases, the Commission needs to limit the number of candidates moving to Phase II. During the 2017 test administration, 37 candidates moved on to Phase II. This required working the assessors for six days straight for training, administration, and scoring activities. Having

assessors work more days or longer hours to accommodate larger numbers of candidates could impact scoring accuracy, reliability, and efficiency. If the number of candidates remain similar to 2017, this maximum will not be reached.

Appeals and Clerical review

Plans remain the same. I.A.F.F. wants to consider concerns of candidates regarding the clerical review process for Phase II of the Fire Captain Examination and will report back.

Use of Subject Matter Experts (SMEs)

2019 Fire Lieutenant and Fire Captain Promotional Exams

- No Internal Columbus Division of Fire (CFD) development SMEs
- Internal CFD SMEs for post-exam phase activities only (appeals)

2019 Fire Battalion Chief and Fire Deputy Chief Promotional Exams

- Internal CFD development SMEs

Columbus Civil Service Commission (CSC) staff plans to continue the use of 2-3 SMEs per phase at the rank of Fire Deputy Chief and Fire Assistant Chief. CSC staff stated the use of internal SMEs is critical to the level of detail needed during test development for the Fire Battalion Chief and Fire Deputy Chief exams. The reasons cited: 1) the terminology used and methods of handling various situations are different in every jurisdiction; 2) the time commitment needed from SMEs at this rank is more than what we can reasonably expect from external SMEs, especially at this rank; 3) The use of external SMEs for this project is not budgeted; and, 4) The extensive knowledgeable that internal SMEs have is essential in test development for these levels for the types of exercises typically developed by the CSC. The I.A.F.F. expressed concerns with test security and want external SMEs to be utilized at these ranks. I.A.F.F. representatives expressed that CSC was successful for the ranks of Fire Lieutenant and Fire Captain in 2017 and believe they should extend this to the Fire Battalion Chief and Fire Deputy Chief ranks.

As a possible alternate concept, the idea of dedicated SMEs that go “underground” while developing the test was discussed. Two to three SMEs would be chosen and work exclusively on test development and other test-related activities through the completion of the exam administration.

The topic is being tabled at this time for review to explore the alternate option. The committee agreed to meet again to discuss this topic.

Tentative Schedules

Adjusted start times were requested for later in the day to assist in day to day scheduling for Division personnel. It was agreed that an 11:00 am or later start time for written exams are preferred. The Fire Lieutenant and Fire Captain Multiple-Choice testing will continue to occur on separate days.

The following are the tentative dates for the Fire Lieutenant and Fire Captain exams; these dates reflect changes made as a result of discussion during the meeting.

2019 Fire Lieutenant and Fire Captain Exams Important Dates (DRAFT as of 1/10/18)

Events	2018
Reading List Posted	TBA
Application Filing	Oct 15 - 26
Information Sessions	Oct 31, Nov 1, and 2
Phase I Test Admission Notices Sent	Week of Nov 19
	2019
Multiple-Choice Exam-LT	Jan 8
Multiple-Choice Exam-CPT	Jan 15
Multiple-Choice Appeals-LT	Jan 9, 10, and 11
Multiple-Choice Appeals-CPT	Jan 16, 17, and 18
Multiple-Choice Clerical Review (both ranks)	Feb 6, 7, and 8
MC Results/Tactical admission notices sent	Week of Feb 11
Tactical-LT	Feb 25
Tactical-CPT	Feb 26
Tactical Appeals (both ranks)	Feb 27, 28 and Mar 1
Tactical Clerical Review-LT	Mar 27, 28, and 29
Tactical Results/Oral Board admission notices sent	April 3
Oral Board	Week of April 15-19
Tentative Results	May 3
Oral Clerical Review	May 6, 7, and 8
Result Letters	May 15
Lists Established	May 16
Feedback Sessions	June 17, 18, and 19

The following are the tentative dates for the Fire Battalion Chief and Fire Deputy Chief exams as they appeared during the CIFA meeting.

2019 Fire Battalion Chief & Fire Deputy Chief Exams
Important Dates
(DRAFT as of 1/10/18)

Events	2018
Reading List Posted	TBA
Application Filing	Aug 27 to Sept 7
Information Sessions	Oct 30 Nov 1
Application Review: Date by which proof of degrees must be submitted	Nov 2
Test Admission Letters Sent	Oct 9
Battalion Chief Written Work Sample	Nov 14
Deputy Chief Written Work Sample	Nov 15
Tactical and Oral Board	Week of Dec 3
	2019
Tentative Results	Feb 8
Oral Clerical Review	Feb 12, 13 and 14
Result Letters	Feb 19
Lists Established	Feb 20

NOTES:

The scheduled dates are subject to revision in the event of unforeseen circumstances. Any deviations from this schedule will be documented and applicable notifications, if any, will be made.

Announcement of Test Filing & Reading List

Upon notice from Civil Service Commission staff, Assistant Chief Walton will ensure that informational notices are sent electronically to announce such things as the test filing period, posting of the reading lists, and the online application process.

A discussion occurred to explain the need and use of external sources versus internal sources. The internal sources explain the "how" to of a situation whereas the external sources give the "why" we do what we do.

The disaster plan has been updated in 2017 and portions of it may need to be added to the applicable reading lists. There are also MOUs and Appendices to the I.A.F.F. Contract that need to be included in the Reading List.

External supervisory source additions to the reading list this year include:

"Supervision of the Problem Employee" for The Fire Lieutenant and Fire Captain exams, and "Its Your Ship" for the Fire Battalion Chief and Fire Deputy Chief exams. Additionally the Disaster Plan, or at least portions of it should be added to the Fire Lieutenant reading list.

Reading lists, after CIFA discussion, are provided on the next four pages.

2019 Fire Battalion Chief Promotional Exam Reading List

A revisions/changes cutoff date of 2/28/2018 will apply to all reading list sources.

*This reading list contains 7 pages refer to all pages to determine specific sections, chapters, or page numbers may be tested.				
Internal Sources		May be tested on the following phase(s):		
		Multiple-Choice Closed	Tactical Exercise	Oral Board
1.	Division of Fire Standard Operating Procedures*	X	X	X
2.	Disaster Plan 2017: All Sections Except Appendix H	X	X	X
3.	Division of Fire Systems Manual*	X		X
4.	IAFF Contract Effective 11/01/14 – 10/31/17: All Articles Except Charts A-F in Appendix G, Appendix A Side letters, Appendix B MOU, and Appendix C FORMS	X		X
5.	City of Columbus Central Work Rules	X		X
6.	Division of Fire Bulletins*	X	X	X
Internal sources used for this test administration are available in the Division of Fire's Target Solutions (sign in and access the sources on the Home tab, right-hand side, named "2016 Promotional Internal Source Materials.") The sources are also available on the network K:_FireNet Resources\Division Publications\2016 Promotional Materials.				
External Sources		May be tested on the following phase(s):		
		Written Work Sample	Tactical Exercise	Oral Board
1.	<u>Collapse of Burning Buildings: A Guide To Fireground Safety</u> 2 nd Edition Vincent Dunn; PennWell Corporation (2010) ISBN-13: 978-1593702335 Exclude: pg.5 Data on Building Collapse to pg. 10, Chapter 20, pg. 309 through pg. 318 Water Supply, and pg. 327 to 330 www.pennwellbooks.com , www.amazon.com , www.barnesandnoble.com	X	X	
2.	<u>Firefighting Operations in High-Rise and Standpipe-Equipped Buildings:</u> David M. McGrail; PennWell Corporation (2007) ISBN-13: 978-1593700546 Exclude: p170 (1½" & 2" Increaser) to p179, p241-241, & Chapter 18 www.amazon.com and www.barnesandnoble.com	X	X	
3.	<u>It's Your Ship: Management Techniques from the Best Damn Ship in the Navy,</u> 10th Anniversary Edition 10th Anniversary Revised & Updated Edition by D. Michael Abrashoff (Author) ISBN-13: 978-1455523023 ISBN-10: 145552302X	X		X
IMPORTANT: 1) When ordering books, be sure to utilize the ISBN number. 2) Electronic versions of books will not be allowed during appeals.				

2019 Fire Deputy Chief Promotional Exam Reading List

A revisions/changes cutoff date of 2/28/2018 will apply to all reading list sources.

*This reading list contains 7 pages refer to all pages to determine specific sections, chapters, or page numbers may be tested.				
Internal Sources		May be tested on the following phase(s):		
		Written Work Sample	Tactical Exercise	Oral Board
1.	Division of Fire Standard Operating Procedures*	X	X	X
2.	Disaster Plan 2017: All Sections Except Appendix H	X	X	X
3.	Division of Fire Systems Manual*	X		X
4.	IAFF Contract Effective 11/01/14 – 10/31/17: All Articles Except Charts A-F in Appendix G, Appendix A Side letters, Appendix B MOU, and Appendix C FORMS	X		X
5.	City of Columbus Central Work Rules	X		X
6.	Division of Fire Bulletins*	X	X	X
Internal sources used for this test administration are available in the Division of Fire's Target Solutions (sign in and access the sources on the Home tab, right-hand side, named "2018 Promotional Internal Source Materials.")				
External Sources		May be tested on the following phase(s):		
		Written Work Sample	Tactical Exercise	Oral Board
1.	<u>Firefighting Operations in High-Rise and Standpipe-Equipped Buildings:</u> Exclude: Chapter 1, 8, 9, 10, & 18 and p 241-241 David M. McGrail; PennWell Corporation (2007) ISBN-13: 978-1593700546 www.amazon.com and www.barnesandnoble.com		X	
2.	<u>Fire Department Incident Safety Officer 3rd Edition</u> Exclude: Chapter 13 David Dodson; Jones & Bartlett Learning (2016) ISBN-13: 978-1284041958 www.amazon.com and www.barnesandnoble.com		X	
3.	<u>It's Your Ship: Management Techniques from the Best Damn Ship in the Navy,</u> 10th Anniversary Edition 10th Anniversary Revised & Updated Edition by D. Michael Abrashoff (Author) ISBN-13: 978-1455523023 ISBN-10: 145552302X	X		X
IMPORTANT: 1) When ordering books, be sure to utilize the ISBN number. 2) Electronic versions of books will not be allowed during appeals.				

2019 Fire Captain Promotional Exam Reading List DRAFT

All revisions/changes cutoff date of 2/28/2018 will apply to all reading list sources.

Internal Sources		May be tested on the following phase(s):		
		Multiple-Choice Closed	Tactical Exercise	Oral Board
1.	Division of Fire Standard Operating Procedures*	X	X	X
2.	Division of Fire Systems Manual*	X		X
3.	IAFF Contract Effective 11/01/14 – 10/31/17*	X		X
4.	City of Columbus Central Work Rules	X		X
5.	Division of Fire Bulletins*	X	X	X
6.	Disaster Plan: All Sections <u>except</u> Executive Staff Assignments (p.7), Columbus Emergency Operations Center (pg. 9) and Department Operations Center (pg. 9 and top of pg. 10).	X	X	X
Internal sources used for this test administration are available in the Division of Fire's Target Solutions (sign in and access the sources on the Home tab, right-hand side, named "2018 Promotional Internal Source Materials.")				
External Sources		May be tested on the following phase(s):		
		Multiple-Choice Closed	Tactical Exercise	Oral Board
1.	<u>Collapse of Burning Buildings: A Guide To Fireground Safety</u> 2 nd Edition Vincent Dunn; PennWell Corporation (2010) ISBN-13: 978-1593702335 Excluding: pg.5 Data on Building Collapse to pg. 10, Chapter 20, pg. 309 through pg. 318 Water Supply, and pg. 327 to 330 www.pennwellbooks.com , www.amazon.com , www.barnesandnoble.com	X	X	
2.	<u>Fireground Strategies 3rd Edition</u> Anthony Avillo, Fire Engineering (2015) ISBN-13: 978-1593703530 Excluding: Case Studies on pages 116-118, 220-223, 225-229, 236-239, 267, 391-403 and pages 593-623. www.pennwellbooks.com , www.amazon.com , www.barnesandnoble.com	X	X	
3.	<u>Supervision of the Problem Employee</u> Kevin Johnson; Command Strategies Consulting; 1 edition (February 24, 2012) ISBN-13: 978-0981767246			X
IMPORTANT: 1) When ordering books, be sure to utilize the ISBN number. 2) Electronic versions of books will not be allowed during appeals.				

2019 Fire Lieutenant Promotional Exam Reading List DRAFT

A revisions/changes cutoff date of 2/28/2018 will apply to all reading list sources.

Internal Sources		May be tested on the following phase(s):		
		Multiple-Choice Closed	Tactical Exercise	Oral Board
1.	Division of Fire Standard Operating Procedures*	X	X	X
2.	Division of Fire Systems Manual*	X		X
3.	IAFF Contract Effective 11/01/14 – 10/31/17*	X		X
4.	City of Columbus Central Work Rules*	X		X
5.	Division of Fire Bulletins*	X	X	X
6.	Disaster Plan: All Sections except Executive Staff Assignments (p.7), Columbus Emergency Operations Center (pg. 9) and Department Operations Center (pg. 9 and top of pg. 10).	X	X	X
Internal sources used for this test administration are available in the Division of Fire's Target Solutions (sign in and access the sources on the Home tab, right-hand side, named "2018 Promotional Internal Source Materials.")				
External Sources		May be tested on the following phase(s):		
		Multiple-Choice Closed	Tactical Exercise	Oral Board
1.	Building Construction for the Fire Service 5th Edition Francis L. Brannigan & Glenn Corbett; Jones & Barlett Learning (2013, 2015) ISBN13: 978-1449688943. Excluding: Tables 4-1, 4-2, 4-3, pages 127-129, and pages 446-485. Available at: www.jblearning.com and www.amazon.com and www.barnesandnoble.com	X	X	
2.	Fireground Strategies 3rd Edition Anthony Avillo, Fire Engineering (2015) ISBN-13: 978-1593703530 Excluding: Case Studies on pages 116-118, 220-223, 225-229, 236-239, 267, 391-403 and pages 593-623. www.pennwellbooks.com , www.amazon.com , www.barnesandnoble.com	X	X	
3.	Supervision of the Problem Employee Kevin Johnson; Command Strategies Consulting; 1 edition (February 24, 2012) ISBN-13: 978-0981767246			X

The availability of internal sources was discussed. Selected sections of source materials for each rank need to be reviewed by internal SMEs by the end of February. A cut-off date for the end of February was set for all updates to internal sources.

Accommodations

A review of the past accommodations was discussed. At this time CSC will continue with the current model. Testing accommodation must be done on the day of the actual testing and are considered on a case by case basis.

Release of Test Results:

Meeting participants reviewed a handout discussing when and what test result information will be released. There was further discussion clarifying the I.A.F.F.'s test consultant expert was and should continue to be the sole receiver of test planning, development and preliminary results information.

Test results release procedures are as follows:

Test Results Release Procedure 2019 Fire Battalion Chief and Fire Deputy Chief Exams

1. On Friday, February 8, 2019 the Civil Service Commission will:

- issue to the Union's testing consultant the names, raw scores, z-scores, subtotal scores, seniority points, final scores and resultant ranks for the 2019 Fire Battalion Chief and Fire Deputy Chief Examinations.
- issue to the Union a list of all candidates with seniority points.
- send to the candidates the tentative results notice indicating their raw scores, raw oral exam scores by dimension, the high, low and mean scores for each phase, and their seniority points.

Based upon the Tuesday, February 8, 2019 issue date of these results, the 10 day review period will end as of Monday, February 18, 2019. *Please note Commission offices will be closed for Presidents' Day on Monday, February 18, 2019.

2. On Tuesday, February 19, 2019 (represents one (1) business day prior to the February 20, 2019 effective date of the list):

- send a final results notice to candidates indicating their final score and ranking on the subject eligible list.
- email a copy of the final eligible list to the Department of Public Safety, the Fire Chief, the Division's CIFA representative, and the Union at approximately 11:00 a.m.

3. Should the Union not retain a testing expert for this exam; the Commission will proceed with this procedure as noted with the exception of issuing the information to the consultant as prescribed in Step 1, Bullet 1.

Test Results Release Procedure 2019 Fire Lieutenant and Fire Captain Exams

1. On Friday, May 3, 2019 the Civil Service Commission will:
 - issue to the Union's testing consultant the names, raw scores, z-scores, subtotal scores, seniority points, final scores and resultant ranks for the 2019 Fire Lieutenant and Fire Captain Examinations.
 - issue to the Union a list of all candidates with seniority points.
 - send to the candidates the tentative results notice indicating their raw scores, raw oral exam scores by dimension, the high, low and mean scores for each phase and their seniority points.

Based upon the May 3, 2019 issue date of these results, the 10 day review period will end as of Monday, May 13, 2019.

2. On Wednesday, May 15, 2019 (represents one (1) business day prior to the May 16, 2019 effective date of the list):
 - a final results notice will be sent to candidates indicating their final score and ranking on the subject eligible list.
 - a copy of the final eligible list will be emailed to the Department of Public Safety, the Fire Chief, the Division's CIFA representative, and the Union at approximately 11:00 a.m.
3. Should the Union not retain a testing expert for this exam, the Commission will proceed with this procedure as noted with the exception of issuing the information to the consultant as prescribed in Step 1, Bullet 1.

Oral Response

There was discussion of the feedback process of the last exam. Candidates were given the ability to come in and listen to their responses as well as bring a mentor with them. This is provided as an opportunity to improve one's skills and not as an appeal process.

Additional Questions/Concerns/Comments:

Meeting minutes will be posted after review by all committee attendees and will likely be posted by the end of the month.

There was a discussion of seniority points with the potential of changing the schedule of how points are earned. Seniority points are not a validated measure of performance. If the point system were to change, this change would need to be initiated by I.A.F.F.

Notation was made that the Civil Service Testing Center for Police and Fire is currently scheduled to move to 1111 East Broad Street from Piedmont this year. Please be sure to reinforce this to candidates once the move has happened. There are some issues that need to be resolved prior to the move but as of now we are looking at May.

DRAFT